

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

National Intelligence Estimates: A Proposal

FROM:

Milton Kovner  
NIO for Western Europe

EXTENSION

NO.

NIC 9827-82

DATE

3 December 1982

25X1

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/NIC

3 DEC 1982

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ER

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DDCI

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DCI

8 DEC 1982

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#1 to 5&amp;6:

I think this idea has merit and, subject to Milt's reservation that this approach would not be appropriate for every estimate, I think that it would be useful. I'll review this with our ongoing program of work.

Henry S. Rowen  
C/NIC

BILL

I DISAGREE  
VEHEMENTLY —

THIS WOULD PERMIT  
STATE TO TORQUE  
THE INTELLIGENCE  
OR DISCOUNT IT  
TO READER —  
IN FACT IT IS  
OUTRAGEOUS!

FORM  
1-79

610

USE PREVIOUS  
EDITIONSDCI  
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REG

P205

**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D.C. 20505

**National Intelligence Council**

NIC #9827-82  
3 December 1982

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

THROUGH : Chairman, National Intelligence Council

FROM : Milton Kovner  
National Intelligence Officer for Western Europe

SUBJECT : National Intelligence Estimates: A Proposal

1. Further to our conversation of this morning, I failed to raise a matter with you which I take the liberty of doing now.

2. It would be extremely useful, in my view, if to each national estimate approved by NFIB, a page or two would be appended noting the implications for policy as perceived by State. The appendix -- much in the character of the estimate's key intelligence judgments but more abbreviated in form -- would be coordinated by State's Office of Policy Planning. I broached the matter with Dennis Blair and Don Fortier at the NSC, and both were enthusiastic about it. Don, who recently moved to the NSC from the Office of Policy Planning, was certain that his former colleagues would find virtue in the idea as well.

3. It seems to me that the brief policy appendix would serve a number of purposes: it would ensure that the estimate is fully considered by those most responsible for the area covered; it would focus decision makers more directly on the policy implications of the estimate; and it would provide for the ultimate reader a greater sense of relevance and immediacy between the intelligence judgements and policy. While I do not propose that this approach would be appropriate for every national estimate, certainly, if there are no, even tentative, thoughts on policy the piece suggests, then one would be forced to wonder about the utility of having done it at all.

4. If you think the idea has merit, I would be happy to staff it further.

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SECRET

NIC #9827-82  
3 December 1982

MEMORANDUM FOR: DCI  
DDCI

THROUGH : C/NIC

FROM : NIO/WE

SUBJECT : National Intelligence Estimates: A Proposal

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